



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

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The City of Bellevue uses a number of criteria for ranking and prioritizing capital investment projects. First and foremost are the City’s debt obligations. All debt service payments are prioritized first when allocating resources to the CIP. The following section outlines additional criteria used by the CIP Panel to evaluate all non-debt service and non-utility CIP projects submitted for funding consideration.

Citywide Financial Policy XI:I:

”Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City’s policy to ensure that adequate resources are allocated to preserve the City’s existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City’s historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facility requirements, the City cannot afford to adequately maintain.” (City of Bellevue Comprehensive Financial Management Policies)

Effectiveness at achieving City Mission/Community Outcomes/Council Priorities

- Effectiveness/extent to which project achieves Outcome/Council Priorities
- Tangibility/clarity of project results
- Multiple benefits

Mandates

- Legal
- Appropriate level of investment needed to meet mandate

Financial Factors

- Leveraging other funds—extent to which project is funded by external sources
- Cost versus Benefit
- Sunk costs—extent to which project expenditures have already been incurred
- Avoided costs—extent to which project creates savings/decreases future costs/reduces risks
- Stewardship—extent to which project protects and leverages existing investments

Timing/Urgency

- Project readiness—extent to which project can proceed within CIP period
- Need to move forward during this 7-year CIP period
- Critical linkage to other high priority projects

Scaling

- Level of Service (LOS)
- Right element of project at this time (e.g. full build, partial build, design only)

The remainder of this section provides an overview of prioritization criteria and considerations for each of the Outcomes. (Debt Service is excluded from the following outcome criteria section because all debt service is automatically funded, according to City Policy. All Healthy and Sustainable Environment criteria fall within the Utilities CIP and are described in the Utility section.)



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Economic Growth and Competitiveness

The following describes the criteria used in the Economic Growth and Competitive outcome for prioritizing and determining which projects to submit for funding consideration.

Projects generally address one or more of the following criteria:

- Meets an identified City need through a public/private or public/public partnership
- A physical development project which involves two or more City departments, and meets multiple departments' program objectives
- Explores the financial and development feasibility of a project meeting an identified need, but for which there is no site or funding proposal
- Supports or stimulates development objectives of the City and is consistent with City plans and policies

The purpose of the Economic Growth and Competitiveness outcome is to fund projects which contribute to the long-term growth and health of the City's economic base. Projects submitted for funding consideration address one or more of the following criteria:

- Creates economic growth
- Is consistent with City plans and policies
- Accomplishes other City goals while achieving economic benefit
- Leverages City resources with other partners and funds to maximize benefits achieved
- Allows the City to seize opportunities for economic development as they arise, and respond to changing circumstances.

Quality Neighborhoods

One of the primary criteria for evaluating projects in the Quality Neighborhood outcome is through outreach with residents and neighborhood representatives. Quality Neighborhood project evaluation is also done through the Neighborhood Partnership (NIS-2) and Neighborhood Enhancement (NEP-2) Programs. Reinvented for this CIP, the NIS-2 and NEP-2 approaches involves working with neighborhoods, involving both grassroots citizen involvement and focused service delivery. Both of these umbrella programs enable the City to isolate the specific needs of individual neighborhood areas, and to address those needs in a coordinated, systematic way.

Safe Community

The following describes the criteria used in the Safe Community outcome for prioritizing and determining which projects to submit for funding consideration:

- Projects for which there are legal mandates, or to which we have already committed
- Projects that preserve previous capital investments
- Projects that address safety issues
- Projects that reduce City liability or exposure
- Projects that support program delivery, or which increase the efficiency or the reliability of City systems
- Projects that support regional service delivery
- Projects that eliminate obsolescence (technological and other)
- Projects for which there are matching funds available



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Improved Mobility

The following describes the process and criteria used in the Improved Mobility outcome for prioritizing and determining which projects to submit for funding consideration.

Comprehensive Plan Overview

The City’s Comprehensive Plan includes a wide array of transportation policies, goals, and mobility targets. It also addresses the relationship between transportation and the environment, quality of life and land use in the City, and relationships with the State and other transportation service providers. As the Comprehensive Plan states, it is the goal of the City to maintain and enhance mobility for residents and businesses through the creation and maintenance of a balanced system of transportation alternatives that:

- Provide a wide range of travel choices
- Support the land use vision of the City
- Protect our neighborhoods from adverse transportation impacts
- Reflect the regional role of the City in transportation issues
- Reduce the overall dependency on automobiles throughout the City

The Comprehensive Plan calls for the City to organize its transportation system planning and fiscal programming to “balance funding to achieve scheduled progress on Mobility Targets for all modes within the Mobility Management Areas, by using the results from monitoring the targets to prioritize transportation facility and service investments” (Comp. Plan Policy TR-106). Project prioritization criteria are developed in compliance with established CIP policies. One of these is that the CIP Plan must be responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. For transportation projects there are two sets of criteria, one set for Roadway and Intersection projects, and the second set for Walkway/Bikeway projects. These two sets of criteria are shown in the following table:

Category	Topic	Definition
Roadway/Intersection	Safety	Responds to identified need and benefits related safety conditions
	Leveraging of Funds	Likelihood of securing outside funds
	Level of Service	Responds to identified need and benefits related LOS conditions
	Transit	Responds to identified need and benefits transit services or users
	Mode Split	Provides identified benefit to non-SOV modes
	Regional	Consistency with regional plans, i.e. BROTS
Walkway/Bikeway	Safety	Addresses accident clusters, high volume locations or poor existing conditions
	System Linkage	Completes/extends major ped/bike system
	Land Use	Improves facilities serving ped/bike intensive uses



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Transportation Department staff, in close coordination with the Bellevue Transportation Commission, guide an intensive, yearlong process to identify, evaluate, prioritize and recommend the most important transportation system improvement projects for inclusion in the biennial update of the City's adopted 12-year Transportation Facilities Plan (TFP). The TFP provides the primary source of candidate projects evaluated for submittal into the City's Budget One process. The main components of the TFP process are broken down further below:

I. Candidate TFP Projects are identified using various sources:

- The adopted long-range transportation plans
- Staff (primarily for emerging safety or maintenance needs and opportunities)
- The public involvement process

II. Projects are evaluated based on:

- Spot location or corridor accident history analysis
- Intersection and area wide traffic modeling analysis
- Cost estimate evaluation
- Cost/benefit analysis
- Public input

III. Projects are prioritized

- Projects are ranked using Comprehensive Plan-based criteria (see box on previous page)
- Both staff and the Transportation Commission prioritize projects based on the ranking and other, less easily quantified factors including City Council priorities, emerging needs and opportunities, supplemental funding for projects partially funded in the previous CIP, mutually supportive walkway/bikeway and roadway improvements and public input received.

Responsive Government

The Responsive Government outcome includes technology investments in government IT systems and projects that maintain or improve City owned facilities. The following describes the role of the City's Operations Policy Team in evaluating technology investments.

The Operations Policy Team (OPT) replaced the City's Information Technology Governance Committee in 2014. The OPT is responsible for ensuring cross-departmental input and adoption of the City's Enterprise Technology Strategic Plan which served as the basis for all technology related budget proposals. The OPT reviewed all technology related projects that were to be included in budget proposals. The review was to ensure that proposed projects were aligned with the City's Technology Strategic Plan and technology standards, encouraged collaboration, and curtailed uncontrolled proliferation of standalone systems. The City's Chief Technology Officer led the strategic planning process that identified projects for both the capital and operations budgets for citywide prioritization within and across outcomes as part of the City's Budget One process.

Innovative, Vibrant, and Caring Community (IVCC)

The following describes the criteria used in the IVCC outcome for prioritizing and determining which projects to submit for funding consideration.



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Park Plan Consistency

Is the project consistent with the mission, vision, goals, objectives, standards, and recommendations of the *Parks & Open Space System Plan*?

Council Priority

Does the project respond to a Council priority? Does it respond to the recommendations of an *adopted* plan or ordinance? Is it an ongoing project or part of a previous Council priority?

M&O Impact

What are the M&O impacts of this project? Are there any potential M&O partnerships for the project? Will the project pay for itself?

Citizen Input

Is the project a Board or Commission priority? Does it respond to a formally adopted plan or initiative? Is the project supported by an advocacy group, public surveys, NEP, Neighborhood Liaison feedback, or other types of public input?

Multiple Benefits

Does the project respond to recommendations of numerous plans, or would it serve multiple user groups?

Special Funding Available

Is there any potential special funding for this project? If so, what percent of funding is available and how committed is that funding?

Affordability

For an acquisition project, is there alternative funding available to match with CIP funding? For a development/redevelopment project, how does the cost compare to the benefit?

Neighborhood Impacts

Would this project have positive benefits to the surrounding neighborhood? Would it increase property values? Is the community involved and supportive of this project?

Suitability of Site

Is the proposed development appropriate for the site's natural systems, topography and/or neighboring land uses?

Geographic Distribution

Does this project help to meet standards for distribution of parks and park facilities throughout the City?

Economic Impact

Would this project have a favorable economic impact to Bellevue? Would it help to recruit and retain businesses and residents? Would it increase the tax base, contribute to the vitality of the community, and help to attract regional and national tourism?

Urgency

Is the acquisition a distinct opportunity that will be lost?



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Utility CIP Objective

The Capital Investment Program objective for each Utility follows directly from each Utility’s vision, mission, and objectives statements, as stated on subsequent pages for each utility.

Utility CIP Project Prioritization Guidelines

Prioritization of projects and programs proposed for the Utility Capital Investment Plan requires a careful balancing of factors to achieve each utility’s multiple objectives. The criteria used to develop a balanced CIP which meets each utility’s objectives are explained on the following pages. Since all projects or programs are evaluated against the established criteria, the result is an “asset management approach” to evaluating alternatives, giving due consideration to economic, societal, and environmental factors.

There are a number of reasons why a project or program would be funded without going through a ranking or prioritization process. These include:

- Projects for which there is a legal settlement, easement agreement, Court Order, or regulatory mandate
- Projects which are already under contract
- Projects which constitute an emergency as defined by Bellevue City Code 9.22.010 or which are required to prevent an imminent risk to health and safety

Such projects will be funded before projects which are ranked. Other projects or programs which meet the CIP objective will be prioritized for funding and implementation based on the merit criteria defined for each utility on the following pages.

Scheduling of projects which rank sufficiently high for funding will give due consideration to any opportunity window such as coordination with other projects or funding source limitations will be considered. Projects may rank higher under “Fiscal Stewardship” if such an opportunity window presents cost savings.

Whether a project provides regional benefit or is caused by an inter-jurisdictional problem will not affect the project’s merit evaluation positively or negatively. However, such projects may be tracked for potential regional funding regardless of whether it ranks sufficiently high to be funded in the Utility CIP.

If a project is proposed for joint funding by two or more utility funds, the project will be evaluated for merit independently for each of the utilities. The project should be funded as proposed only if it ranks sufficiently high in each utility proposed as a funding source. Due consideration should be given to leverage of each utility’s funds.

Projects which are solely property acquisition should be funded by some mechanism other than the CIP. Projects which contain some element of property acquisition (e.g. easement or right-of-way acquisition to facilitate project completion) are in no way precluded by these criteria.



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Water CIP Objective

A project or program will be considered for the Water CIP only if it is an appropriate use of Utility capital resources (i.e. is a public responsibility) and it:

- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Increases the level of service to current standards; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability; or
- Supports service expansion consistent with adopted policies; or
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Water Project Ranking Criteria

All criteria are equally weighted, except 'Health and Safety', which is weighted double. Special Considerations are considered separately to recognize project merit not reflected in the standard criteria, and can add up to 10% to the total ranking.

- Health and Safety
- Reliability and Efficiency
- Fiscal Stewardship
- Environmental Issues
- Relationship to Other Projects
- Number of Customers Benefited
- Legal Considerations
- Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)

Sewer CIP Objective

A project or program will be considered for the Sewer CIP only if it is an appropriate use of Utility capital resources (i.e. is a public responsibility) and it:

- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Increases the level of service to current standards; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability; or
- Supports service expansion consistent with adopted policies; or
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Sewer Project Ranking Criteria

All criteria have equal weighting except 'Health and Safety', which is weighted double. Special Considerations are considered separately to recognize project merit not reflected in the standard criteria, and can add up to 10% to the total ranking.

- Health and Safety
- Reliability and Efficiency
- Fiscal Stewardship
- Environmental Issues
- Relationship to Other Projects
- Number of Customers Benefited



2015-2021 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

- Legal Considerations
- Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)

Storm & Surface Water (Storm Drainage) CIP Objective

A project or program will be considered for the Storm CIP only if it is an appropriate use of Utility capital resources (i.e. is a public responsibility) and it:

- Protects property from flooding or other stream-related damage; or
- Protects or Improves Water Quality; or
- Maintains or improves the reliability, effectiveness, and/or integrity of the utility's infrastructure; or
- Promotes fiscal stewardship by generating cost savings or reducing potential liability; or
- Promotes resource stewardship by improving fish and/or riparian wildlife habitat; or
- Responds to regulatory requirements, settlement or easement agreement or Court Order.

Storm Project Ranking Criteria

All criteria have equal weighting. Special Considerations are considered separately to recognize project merit not reflected in the standard criteria, and can add up to 10% to the total ranking.

- Health and Safety
- Improved Protection from Flooding & other Stream-related Damage
- Reliability and Efficiency
- Fiscal Stewardship
- Improved Water Quality (WQ)
- Improved Fish & Riparian Wildlife Habitat
- Relationship to Other Projects
- Number of Customers Benefited
- Legal Considerations
- Special Considerations (For factors which are not considered above, such as council or citizen advisory committee priorities.)